

Best Practices for Supporting a Governance & Leadership Partnership

Beacon Health System

“We Deliver Outstanding Care, Inspire Health and Connect with Heart”

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Health System to Healthcare Ecosystem?

Move from Health System to Healthcare Ecosystem



Strategic paradigms

The future of longstanding shifts

Delivery infrastructure will evolve into ecosystems focus

Governance Role – Thinking and Probing about where we have weaknesses and how we should incorporate capabilities to better manage the health of our Patients and Families across the Ecosystem

Great Governance is Intentional

Intentional Governance

Deliberate and intentional processes addressing board structure, dynamics, and culture that enable the board to realize its highest potential.

- The Governance Institute (TGI)
Sean Patrick Murphy & Anne D. Mullaney May 2010

Intentional Governance Framework



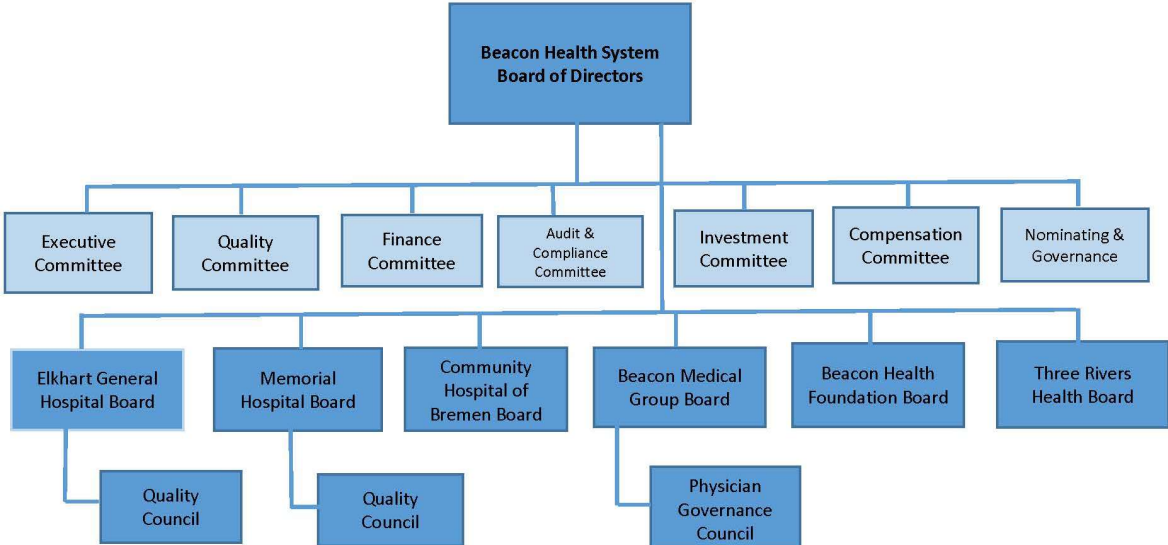
Intentional Governance: Why it Matters (Board Perspective)

- Structure and process for board operations for guidance and support to the organization.
- Ensures strategic alignment between board actions and organization actions (mission, vision, values, goals).
- Proactive identification and management of risks.
- Informed and deliberate decision-making.
- Enhances trust of stakeholders.
- Assists organizations to be “antifragile”.

Intentional Governance: Why it Matters (Physician Perspective)

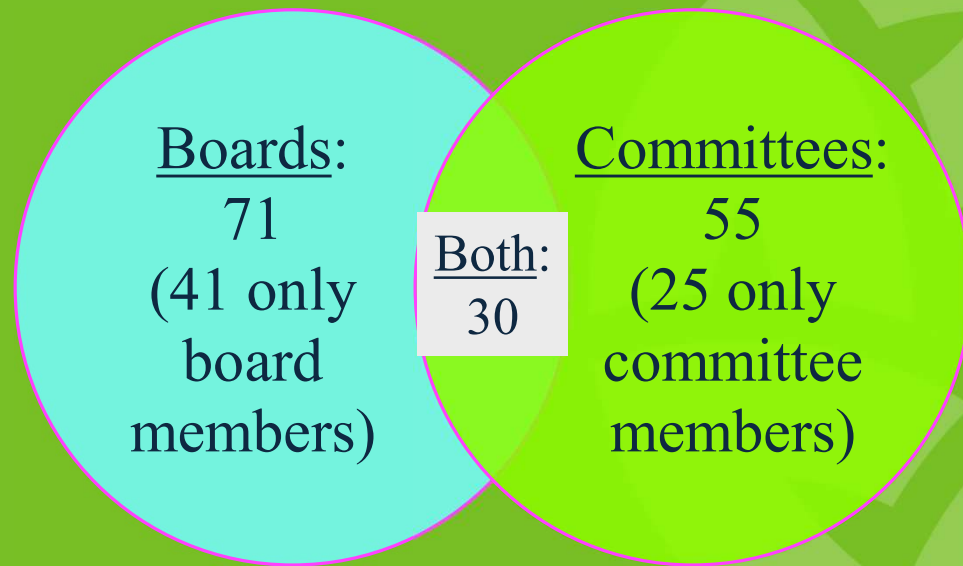
- Professional satisfaction and well-being increased.
- More efficient and effective clinical operations.
- Increases alignment between organizational goals and clinical objectives.
- Increased trust.

Beacon Board & Committee Structure



We are a
COMMUNITY
MEMBER
Governed
Health
System

Beacon Health System 96 members



Twelve Principles of Governance that Power Exceptional Boards

(Board Source 2005)

March - June 2018

Beacon Health System Board Completed a Review/Assessment

Constructive Partnership	Entire ELT Present
Mission Driven	Review Mission, Vision, Values
Strategic Thinking	More Strategy
Culture of Inquiry	Very Engaged, Open Environment
Independent Mindedness	Conflicts of Interest
Ethos of Transparency	Hindsight Reviews
Compliance with Integrity	Compensation Philosophy, CEO Evaluation
Sustaining Resources	Flexibility of Partnerships, Disruptive Technology
Results Oriented	Comparative Benchmarks
Intentional Board Practices	Executive Committee-Specific Purposes
Continuous Learning	Board Forum, Orientation
Revitalization	Competency Matrix, Bylaws Review



Additional Nominating & Governance Practices

- Review bylaws every two years with stakeholder inputs.
- Subsidiary board chairs attend system board meetings.
- System committee chairs are board members.
- Physician involvement in all boards and most system committees.
- Physician educational presentations at system board meetings.
- Stakeholder inputs into strategy.



October 2022 Health System Strategy Session(s)



Health System Board and Leadership affirmed their commitment to continuing to be a locally governed and led organization



This is enabled through the success in meeting or exceeding our Strategic Objectives



Significant emphasis placed on Strategic Planning Cycle/Process



Significant emphasis placed on Leadership Accountability to Results

Local Governance and Leadership

TGI – Board Assessments

Every other year self assessments on governance performance against benchmarked governance responsibilities

2023 Results

Areas of Strength

- Board Culture
- Duty of Loyalty
- Planning Functions
- Strategic Direction

Areas of Opportunity

- Subsidiary Board engagement in planning
- Review and Strengthen board(s) matrix
- Clearly delineating System, Subsidiary and Committee roles/responsibilities.

Succession Planning Governance and Leadership



The ongoing vibrancy of Beacon Health System depends on having Exceptional Talent



Attracting and Retaining Exceptional Talent takes Intentional effort(s)



Governance

Beacon Health System Nominating and Governance Committee

- Nominating and vetting process that engages Committees, Subsidiary Boards and Health System Board.



Leadership

Beacon Health System Succession & Talent Review Process

- Identifying Top Talent, Retention risks, “Next up” and Development plans.
- Compensation Committee and Beacon Health System Board

Summary

- Effective governance requires engagement & commitment.
- Efficient time utilization to produce tangible results using intentional governance framework.
- Continuous review and optimization of governance to become “antifragile”.